July 2002 Status of Forces Survey of Active-Duty Members

Overview of Findings



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JULY 2002 STATUS OF FORCES SURVEY OF ACTIVE-DUTY MEMBERS: OVERVIEW OF FINDINGS

Defense Manpower Data Center Survey & Program Evaluation Division 1600 Wilson Boulevard, Suite 400, Arlington, VA 22209-2593

Acknowledgments

Defense Manpower Data Center (DMDC) is indebted to numerous people for their assistance with the July 2002 Active-Duty Status of Forces Survey (SOFS) for the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD[P&R]). The SOFS is conducted under the leadership of Anita Lancaster, Assistant Director for Program Management, and Timothy Elig, Chief of the Survey and Program Evaluation Division.

The questionnaire was designed by DMDC's Program Evaluation Branch under the guidance of Branch Chief, Eric Wetzel. Survey development started with a series of meetings, between February and May 2002, with representatives of policy offices within OUSD(P&R) to determine the content of the survey and the banner variables used to display the survey results. Among those providing guidance on this first survey were: William Carr (Military Personnel Policy); Brad Loo and COL Christine Knighton, USA (Officer and Enlisted Personnel Management); CAPT Chris Kopang, USN, Chuck Witschonke, and Saul Pleeter (Compensation Policy); Jane Burke and Tony Jurney (Military Community and Family Policy), and Judy Fernandez (Program Management). Experts contributing to the design from outside the Department were Paul Hogan (Lewin Group), James Hosek (RAND), Bruce Orvis (RAND), and Neal Schmitt (University of Michigan). These subject matter experts met in a panel hosted by RAND. DMDC thanks Susan Everingham and Jennifer Sharp of RAND for arranging the panel.

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Survey operations were conducted by DMDC's Survey Technology Branch. Members included Laverne Wright, Barbara Quigley, Elizabeth Willis, and Branch Chief, James Caplan. Data Recognition Corporation (DRC) performed data collection and preparation for this survey.

Richard Riemer, DMDC's Personnel Survey Branch, developed the sampling and weighting methods that allow the standardized production of repeated surveys of the active-duty force. He also developed the macros to produce analyses that support the production of the report. Bob Hamilton, DMDC's Chief of the Programming Branch, and Carole Massey and Susan Reinhold, from his staff, supported sampling and weighting tasks.

John Park, Lawrence Schwartz, Isabela Casteneda, and Candace Lewis, Logistics Management Institute (LMI), in collaboration with Kristin Williams, DMDC's Program Evaluation Branch, analyzed the data and prepared the report. A team of Consortium Research Fellows that included Michael Ford, Zachary Horn, and Dianna Belman completed quality control for this report.

Executive Summary

The Status of Forces Survey (SOFS) program is the Web-based measurement component of the Human Resources Strategic Assessment Program (HRSAP). HRSAP is the Under Secretary of Defense for Personnel and Readiness' (USD[P&R]) program for monitoring the attitudes and opinions of the entire Department of Defense (DoD) community on personnel and readiness issues. The *July 2002 Status of the Forces Survey (SOFS) of Active-Duty Members* was the first of these Web-only surveys. The purpose of this report is to provide July 2002 SOFS results.

The two overarching topics for this survey were satisfaction and retention. Several other related topics included permanent change of station (PCS) moves; tempo, both workload and time away from home station; and readiness. Monitoring attitudes and opinions across time is one of the missions of the HRSAP program. Since the July 2002 SOFS was the first of its kind, comparisons with other SOFS were not possible. However, the 1999 Active Duty Survey (ADS) was a personnel survey that covered several of the same topics as the July 2002 SOFS and comparisons of results of these two surveys are provided in this report.

Major Findings

Overall, the July 2002 SOFS results, when compared to the 1999 ADS, indicate improvement in a number of areas. Major findings are summarized below in six topic areas: satisfaction, permanent change of station (PCS) moves, tempo, personal and unit readiness, commitment, and retention.

Satisfaction

- The majority of Service members reported being satisfied with job security (83%), military values, lifestyle and tradition (68%), and exchange/commissary availability (67%). However, less than 50% were satisfied with pay (38%), housing (29%), and military family support programs (41%).
- Between 1999 and 2002, the percentages of Service members satisfied increased on 15 of 20 comparable measures. In particular, the percent satisfied with basic pay increased 16-percentage points.

PCS Moves

- Of the Service members who had a PCS move in the 12 months prior to filling out the survey, most indicated they had no problems with the move.
- Of those that reported problems, the most common were due to loss/decrease in spouse income or a problem with spouse employment (both 21%). Compared to results from the 1999 ADS, the percentages of Service members who had <u>not</u> experienced such problems increased by 15- and 13-percentage points, respectively.

Tempo

• Increases in tempo were most frequently attributed to high workload (85%) and additional duties (68%).

Readiness

- More than four-out-of-five Service members indicated they felt well prepared physically (84%) and in terms of training and experience (81%) to perform wartime duties.
- Lower percentages of members felt their units were well prepared with respect to training (56%), manning levels (45%), and availability of parts/equipment (41%).

Commitment

• A majority of Service members (81%) indicated they were committed to their Service.

Retention

- More than half of Service members (58%) reported they intended to stay on active duty, while 59 percent of members who had not already reached 20 years of service favored staying for a full career.
- About half of Service members (52%) reported spouses/significant others would support their intention to remain in the military.
- When compared to results from the 1999 ADS, the overall intention to remain in the military increased 8-percentage points.

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2002 ACTIVE-DUTY STATUS OF FORCES SURVEY: OVERVIEW OF FINDINGS

Introduction to the Survey

The Defense Manpower Data Center's (DMDC) *Human Resources Strategic Assessment Program* (HRSAP) consists of both Web-based and paper-and-pencil surveys to support the personnel information needs of the Under Secretary of Defense for Personnel and Readiness (USD[P&R]). Collectively, these surveys assess the attitudes and opinions of the entire Department of Defense (DoD) community—active, Reserve, civilian employees, and family members—on a wide range of personnel issues. The Web-based survey program, known as the *Status of Forces Surveys* (SOFS), provides information about active, Reserve, and civilian members, as well as their families. There are nine SOFS Web surveys a year, with three cross-sectional samples of each population—active-duty members, Reserve component members, and DoD civilian employees. The paper-and-pencil surveys are used to obtain data about sensitive topics (e.g., sexual harassment) and from populations who have limited Internet access (e.g., spouses of active and Reserve members).

This report summarizes findings from the first active-duty SOFS Web survey, conducted July 8 to August 13, 2002. This introduction summarizes (1) the survey content, (2) survey methodology¹, and (3) analytical procedures. Appendix A contains a copy of the survey items. Refer to DMDC (2003) to view a screen-shot version of the survey as it appeared on the Web. In addition to this report, a tabular volume presenting Service members' responses to all survey items by Service, paygrade group, duty location, residence, race/ethnicity, family status, education, Service by paygrade group, and gender by paygrade group is available (DMDC, 2002).

Survey Content

The overarching topics for *July 2002 Status of Forces Survey of Active-Duty Members* were satisfaction and retention. The survey was divided into the following 10 topics:

- 1. *Background*—Service, paygrade, education, marital status, spouse's employment status, race/ethnicity, dependents, and location (both geographic and on or off base).
- 2. *Career Intent* Current career status, future career plans, commitment to serve, and significant-others' support to stay on active duty.
- 3. Satisfaction With Aspects of Military Service—Lifestyle, opportunities, and morale.
- 4. *Readiness*—Individual and unit preparedness, and leadership and management issues.

¹ DMDC (2003) reported details on survey administration. Riemer and Kroeger (2002) provided information on the overall statistical design and details of the 2002 survey.

- 5. Satisfaction With Assignments and Travel—Both temporary and permanent assignments.
- 6. *Tempo*—Hours worked, time away from permanent duty station, and the effects of time away on career intentions.
- 7. *Satisfaction With Pay and Benefits*—Types of compensation, Service members' financial status, and spouses' employment.
- 8. *Satisfaction With Quality of Life and Family Programs*—Personal and family time and on-base programs.
- 9. Overall Satisfaction—Overall satisfaction with military life.
- 10. Other Background Information—Parents and siblings.

Survey Methodology

The target population for all active-duty SOFS consists of active-duty members of the Army, Navy, Marine Corps, and Air Force who have at least 6 months of service and are below flag rank when the sample is drawn, and those who are not National Guard or Reserve members in active-duty programs.

Single-stage, nonproportional stratified random-sampling² procedures were used to ensure adequate sample sizes for the reporting categories. The sample consisted of 37,918 individuals drawn from the sample frame constructed from DMDC's December 2001 Active-Duty Master Edit File. Sampled members were flagged as ineligible (n=1,499, 4.0 percent of the sample) and were excluded from all survey mailings if they were ineligible for benefits according to the March 2002 Defense Enrollment Eligibility Reporting System (DEERS) Medical Point-in-Time Extract (PITE). Members of the sample also became ineligible if they indicated in the survey or by other contact (such as telephone calls or e-mails to the data collection contractor) that they were not in active-duty Service as of the first day of the Web survey, July 8, 2002 (n=117, 0.95% of responses).

Completed surveys (defined as those with at least 50% of the questions answered) were received from 11,060 eligible members. The overall weighted response rate for eligible members, corrected for nonproportional sampling, was 32%. Data were weighted to reflect the population of interest. These weights reflect (1) the probability of selection, (2) a nonresponse adjustment factor to minimize bias arising from differential response rates among demographic subgroups, and (3) a poststratification factor to force the response-adjusted weights to sum to the

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² In stratified random sampling, all members of a population are categorized into homogeneous groups. For example, members might be grouped by gender and Service (all male Army members in one group, all female Navy members in another, etc.). Members in each group are chosen at random. Small groups are oversampled in comparison to their proportion of the population so enough respondents from small groups will be available to analyze. Weights are generated so estimates from the survey represent the population.

counts of the target population as of the month the sample was drawn and to provide additional nonresponse adjustments.

Analytic Procedures

The survey analysis for the July 2002 SOFS consists of a series of statistical tests that identified significant differences in attitudes and opinions across the key reporting categories (Service, paygrade group, duty location, residence, race/ethnicity, family status, education, Service by paygrade group, and gender by paygrade group). The reporting categories for the tabulations have been formed by using the respondents' answers to survey questions.³ Definitions for the reporting categories follow:

- Officers The Officers subgroup includes warrant officers (W1–W5) and commissioned officers (O1–O6).
- Race/ethnicity Self-report questions are consistent with requirements of the Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity (1997). Total Minority includes all persons marking one or more of the races other than White and/or marking that they are Spanish/Hispanic/Latino. Non-Hispanic Black includes persons marking only Black or African American and not reporting being Spanish/Hispanic/Latino. Hispanic includes anyone reporting being Spanish/Hispanic/Latino, regardless of how they answered the question on race.
- Geographic location Geographic locations are collapsed into geographic regions as defined by the Department of Defense Worldwide Manpower Distribution by Geographic Area (DoD Washington Headquarters Services, 2001). The primary classification distinguishes Overseas from US (including territories). US (including territories) includes those respondents with permanent duty stations (PDS) located in the 50 states, DC, Puerto Rico, and United States territories or possessions. Within the Overseas classification, two regions can be reported separately: (1) Europe, including Bosnia-Herzegovina, Germany, Italy, Serbia, and the United Kingdom; and (2) Asia and Pacific, including Australia, Japan, and Korea.
- Housing location For housing location, respondents are classified primarily for financial analyses based on whether or not they are provided housing either directly or by allowance. From self-report data, On Base includes living in or aboard ship, in barracks/dorm/BEQ/UEPH/BOQ/UOPH⁴ military facilities, or in on-base military family housing. Off Base includes living in military family housing off base, in privately owned or rented housing, or in privatized military housing. If the self-reported data are missing, then on base and off base information are imputed from record data indicating whether the

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³ If the self-reported data are missing, DMDC uses the data from its active-duty master edit file that was used when determining the sample (typically 6 months before the survey is administered) to impute the subgroup classification.

⁴ Bachelor/Base Enlisted Quarters, Unaccompanied Enlisted Personnel Housing, Bachelor Officers' Quarters, and Unaccompanied Officers Personnel Housing, respectively.

respondent does not or does qualify, respectively, to receive Basic Allowance for Housing (BAH) or Overseas Housing Allowance (OHA).

- Education Respondents are classified based on self-reported educational attainment. No College includes anyone without college credits. Some College includes those with some college credit, including a 2-year degree, but does not include those with a 4-year degree. Four-year Degree includes those with a 4-year degree and those with some graduate school, but no graduate or professional degree. Graduate/Professional Degree includes those with masters, doctorates, and first professional degrees.
- Family status Respondents are classified based on self-reported marital status, spouse employment, and legally dependent children (ages 22 and under). Except for Working Spouse, missing data can be imputed from record data. Single includes those who have never been married or who are divorced/widowed and have not remarried. Married includes those who are married or legally separated. With Child(ren) includes those with dependent child(ren) aged 22 and under, regardless of where the child(ren) live(s). Working Spouse includes those members whose spouse is working as measured by the U.S. Census Bureau's Current Population Survey (CPS) questions, including those in military service. Dual Service Spouse includes military members married to (including separated from) another military member (active or Reserve components).

The analyses within each section focus on a subset of dependent variables examined in total. Some of the dependent variables were recoded for analyses. For example, when response scales ranged from 1- very dissatisfied to 5- very satisfied, the categories were collapsed into three categories: very satisfied/satisfied, neither satisfied nor dissatisfied, and very dissatisfied.

After collapsing the dependent variable items to three levels, contingency tables were generated by crossing each dependent variable with each reporting category variable. The Pearson X^2 statistic from those tables was used to determine whether two variables were statistically related. In tables where the Pearson X^2 was statistically significant, the individual cell residuals were standardized (to control for variation in cell sizes) and then analyzed to determine the nature and direction of the relationship between the variables. Those standardized cell residuals greater than 2.0 standard deviations were identified as significant. The confidence intervals for those cell percentages (e.g., percentage of Army members who are satisfied with military pay) were then compared against the other levels of the reporting category variable (e.g., Navy, Marine Corps, and Air Force). If the category level's confidence interval in that cell did not overlap with at least one of the other levels of the reporting category, that category was flagged as significantly different using a three-color procedure (Green/Yellow/Red). Significant differences between levels of the reporting categories were highlighted as green if a subgroup's satisfaction/agreement on an item was significantly higher than at least one other subgroup, *yellow* if a subgroup's satisfaction/agreement was significantly lower, and *red* if a subgroup's dissatisfaction/disagreement was significantly higher.

⁵ Because there are no administrative record data for working spouses, this category cannot be imputed.

Composite Measures

While the July 2002 SOFS contains primarily items that were intended to be analyzed individually, it also contains items that were intended to be combined into a single composite measure. Composite measures are sometimes used because of their breadth of coverage of a concept of interest and the added stability that is achieved with such measures. The July 2002 SOFS used a composite approach to measure Unit Cohesion (Siebold and Linsay, 1999), and Organizational Commitment, (item 31).

In order to maintain a consistent approach to interpreting results, the response options to these two multi-item measures were first recoded from a five-point agreement scale to a three-point scale. After the data were recoded, a three-step process was used to calculate the average percentage for each of the response categories by the analysis groups. The three-step process was as follows:

- 1. Data were separated into individual analysis groups (i.e., Army, Navy, Marine Corps, Air Force, E1–E4, E5–E9, O1–O3, and O4–O6).
- 2. Within each analysis group, the percentages of Service members indicating *strongly agree/agree*, *neither agree nor disagree*, and *strongly disagree/disagree* were calculated for each individual measure.
- 3. Individually by analysis group, simple averages were calculated (i.e., equally weighted) for the individual item percentages obtained in (2) above. This resulted in three percentages: *strongly agree/agree*, *neither agree nor disagree*, and *strongly disagree/disagree* for each analysis group.

Trend Analysis

One of the missions of the HRSAP is to monitor the attitudes and opinions of the DoD community over time. Since the July 2002 SOFS was the first survey of its kind, comparisons with other administrations of SOFS were not possible, but several items on the July 2002 SOFS also appeared on the 1999 Active Duty Survey (ADS), thereby allowing comparisons between 1999 and 2002.

The 1999 ADS was an omnibus personnel survey covering such topics as military assignments, retention issues, personal and military background, preparedness, mobilizations and deployments, family composition, use of military programs and services, housing, perceptions of military life, family and child care concerns, spouse employment, financial information, and other quality of life issues. The 1999 ADS used a paper-and-pencil administration method. The survey fielding period was September to December of 1999. Over 66,000 DoD and Coast Guard Service members on active duty, including Reserve component members in full-time active duty programs, were invited to participate and a weighted response rate of 52 percent was achieved.

In order to maximize comparability between the July 2002 SOFS and the 1999 ADS, Coast Guard members and Reserve component members in full-time active duty programs were excluded from the 1999 ADS data prior to analyses for this report. Care was also taken to ensure

only items that were truly comparable were analyzed. Items that were similar, but not identical, were excluded from consideration. Significance in difference was determined using an overlapping margins of error approach. That is, if the difference in percentages investigated between the two surveys was greater than the margins of error of both observations combined, the difference was considered to be significant at the .05 level.

SURVEY RESULTS

Satisfaction

This section examines Service members' overall satisfaction with the military way of life and their satisfaction with aspects of military service, pay and benefits, quality of life and family programs, and assignments and travel.

Overall Satisfaction With Military Way of Life

To evaluate the Service members' overall satisfaction with the military way of life, survey participants were asked the following question.

Q52. Overall, how satisfied are you with the military way of life?

The response options to this item ranged from 1- *very dissatisfied* to 5- *very satisfied*. For purposes of this report, the categories were collapsed into three categories: *very satisfied/satisfied, neither satisfied nor dissatisfied*, and *very dissatisfied/dissatisfied*. For complete details on the findings below, see Table B.1 in Appendix B.

July 2002 Findings

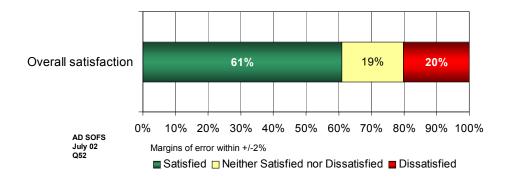
Overall findings. Figure 1 shows overall satisfaction with military way of life. A majority of Service members (61%) indicated they were satisfied with the overall military way of life.

Service findings. Across the Services, Air Force members (68%) were the most satisfied (68%).

Paygrade findings. E1-E4s (47%) were least satisfied.

Other subgroup findings. Service members with no college (49%) were less satisfied than those members with more education (61-75%).

Figure 1.
Satisfaction With Overall Military Way of Life

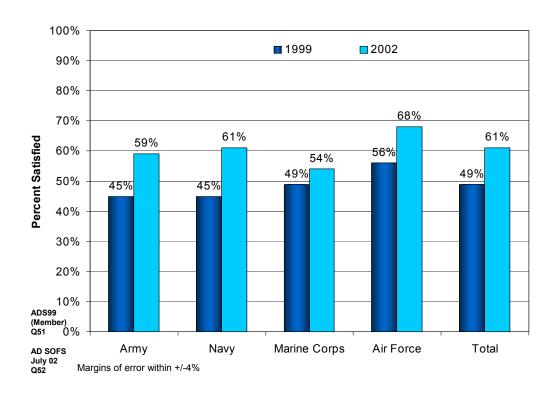


Trend Analysis

Because this same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figures 2 and 3. For details on these trend comparisons, refer to the Analytic Procedures in the introduction of this report.

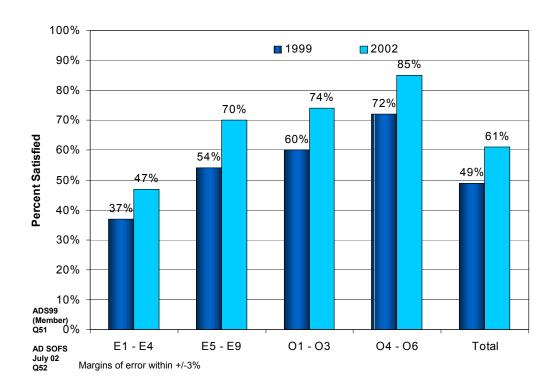
Service findings across time. In 2002, Service members (61% vs. 49%) were more satisfied with the military way of life than in 1999. With the exception of the Marine Corps (where the difference was not significant), this finding was consistent across the Services.

Figure 2.
Satisfaction With Overall Military Way of Life by Service Across Time



Paygrade findings across time. There were improvements in satisfaction across all the paygrade groups between 1999 and 2002.

Figure 3.
Satisfaction With Overall Military Way of Life by Paygrade Across Time



Satisfaction With Aspects of Military Service

To evaluate Service members' satisfaction with specific aspects of military Service, survey participants were asked the following question.

Q27. How satisfied are you with each of the following?

- a. Military values, lifestyles, and tradition
- b. Amount of enjoyment from your job
- c. Your personal workload
- d. Pace of your promotions
- e. Training and professional development
- f. Off duty educational opportunities
- g. Your unit's morale
- h. Job security

The response options to this item ranged from 1- *very dissatisfied* to 5- *very satisfied*. For purposes of this report, the categories were collapsed into three categories: *very satisfied/satisfied, neither satisfied nor dissatisfied*, and *very dissatisfied/dissatisfied*. For complete details on the findings below, see Table B.2 in Appendix B.

July 2002 Findings

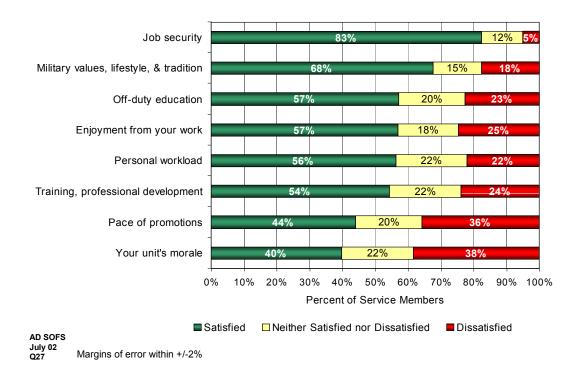
Overall findings. Figure 4 shows satisfaction with aspects of military service. More than 50% of Service members reported being satisfied in six of the eight measured aspects. For example, a majority of Service members (83%) indicated they were satisfied with *job security*, and more than two-thirds (68%) were satisfied with *military values*, *lifestyle*, *and tradition*. Service members were most likely to be dissatisfied with *their unit's morale* (38%) and *pace of promotions* (36%).

Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s were least satisfied with *military values, lifestyles, and tradition* (56% vs. 73-88%), *enjoyment from work* (44% vs. 65-78%), *personal workload* (51% vs. 60-61%), and *their unit's morale* (31% vs. 42-65%). E5-E9s (64% vs. 52-56%) were more satisfied with *off duty education*.

Other subgroup findings. Service members with no college (58% vs. 67-83%) were less satisfied with *military values, lifestyles, and tradition*. Male officers (75% vs. 51-67%) were more satisfied with *enjoyment from work*.

Figure 4. Satisfaction With Aspects of Military Service



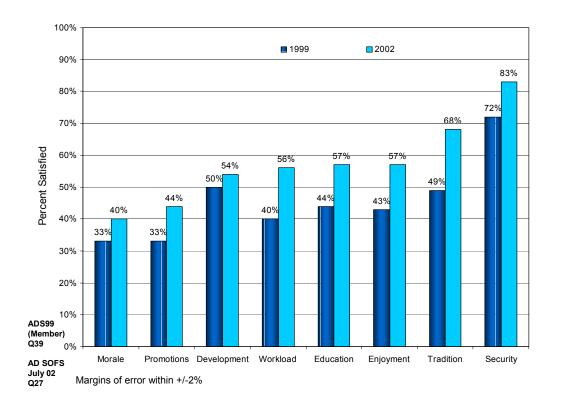
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Trend Analysis

Because this same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 5.

Overall across time. Compared to 1999, satisfaction increased in all areas. For six of eight indicators, satisfaction improved by more than 10-percentage points.

Figure 5.
Satisfaction With Aspects of Military Service Across Time



Satisfaction With Pay and Benefits

To evaluate Service members' satisfaction with pay and benefits, survey participants were asked the following question.

Q45. How satisfied are you with each of the following?

- a. Basic pay
- b. Special pays (e.g., incentive, reenlistment, continuation...)
- c. Basic Allowance for Subsistence (BAS)
- d. Basic Allowance for Housing (BAH)
- e. Overseas Housing Allowance (OHA)
- f. Cost of Living Allowances (COLAs)
- g. Military retirement system
- h. Military housing
- i. Your medical/dental care
- j. Family medical/dental care

The response options to this item ranged from 1- *very dissatisfied* to 5- *very satisfied*. For purposes of this report, the categories were collapsed into three categories: *very satisfied/satisfied, neither satisfied nor dissatisfied*, and *very dissatisfied/dissatisfied*. For complete details on the findings below, see Table B.3 in Appendix B.

July 2002 Findings

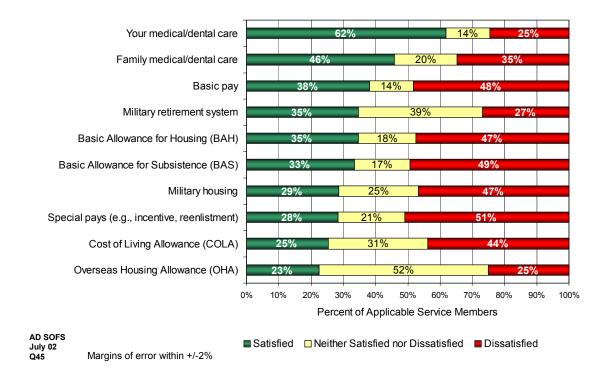
Overall findings. Figure 6 shows satisfaction with pay and benefits in the order of percent satisfied. With the exception of the member's *medical/dental care* (62%), the percent of Service members reporting satisfaction with pay and benefits was less than 50 percent. The levels of dissatisfaction were relatively high—35 to 51 percent—in 7 of the 10 indicators.

Service findings. Army members were more dissatisfied with *military housing* (56% vs. 38-47%) and *overseas housing allowance (OHA)* (32% vs. 18-25%) than members from other Services.

Paygrade findings. There were no differences found across the paygrade groups.

Other subgroup findings. Male enlisted members were less satisfied with *basic allowance for housing (BAH)* (31% vs. 41-56%), *basic allowance for subsistence (BAS)* (31% vs. 38-51%), *cost of living allowance (COLA)* (22% vs. 29-50%), and *OHA* (18% vs. 29-54%).

Figure 6. Satisfaction With Pay and Benefits

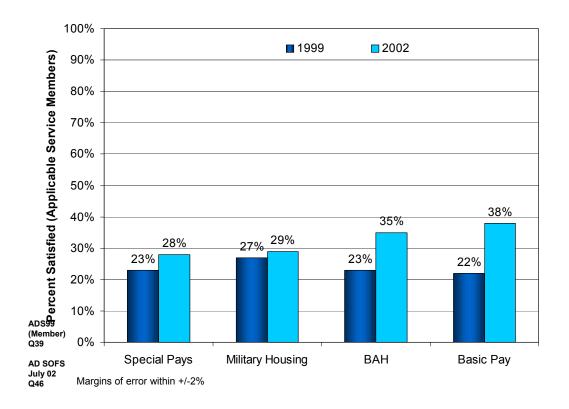


Trend Analysis

Because parts of this same question were asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 7.

Overall across time. Compared to 1999, more Service members were satisfied with *special pays*, *BAH*, and *basic pay*.

Figure 7.
Satisfaction With Pay and Benefits Across Time



Satisfaction With Quality of Life and Family Programs

To evaluate Service members' satisfaction with quality of life and family programs, survey participants were asked the following question.

Q50. How satisfied are you with each of the following?

- a. Exchanges and commissaries
- b. MWR/Services programs
- c. Amount of personal/family time you have
- d. Spouse employment and career opportunities
- e. On base childcare
- f. On base schools
- g. Military family support programs

The response options to this item ranged from 1- *very dissatisfied* to 5- *very satisfied*. For purposes of this report, the categories were collapsed into three categories: *very satisfied/satisfied*, *neither satisfied nor dissatisfied*, and *very dissatisfied/dissatisfied*. For complete details on the findings below, see Table B.4 in Appendix B.

July 2002 Findings

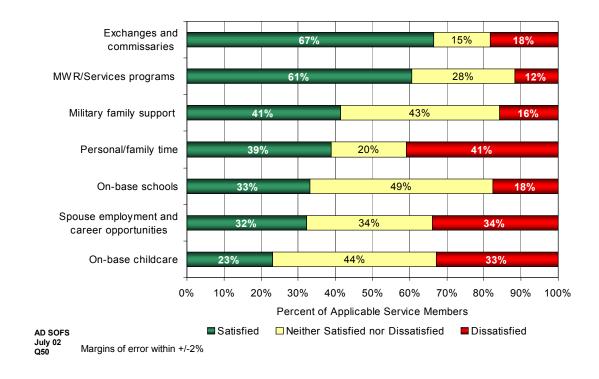
Overall findings. Figure 8 shows satisfaction with quality of life and family programs. Service members indicated a relatively high level of satisfaction with *exchanges and commissaries* (67%) and *MWR/Services programs* (61%). Service members were more dissatisfied than satisfied with the *amount of personal and family time* (41% vs. 39%), *spouse employment and career opportunities* (34% vs. 32%), and *on-base childcare* (33% vs. 23%).

Service findings. Air Force members (55% vs. 33-42%) were more satisfied with *military family support programs*.

Paygrade findings. There were no differences found across the paygrade groups.

Other subgroup findings. Male enlisted (20% vs. 30-43%) were less satisfied with *on-base childcare*.

Figure 8.
Satisfaction With Quality of Life and Family Programs



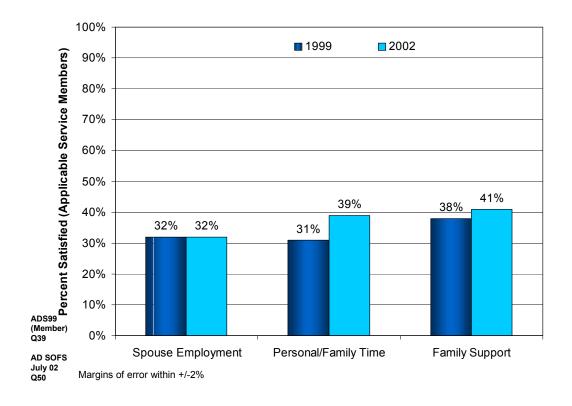
18

Trend Analysis

Because parts of this same question were asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 9.

Overall across time. Of the three comparable areas measured in the 1999 ADS, there was an improvement in satisfaction with the *amount of personal and family time* in 2002.

Figure 9. Satisfaction With Quality of Life and Family Programs Across Time



Satisfaction With Assignments and Travel

To evaluate Service members' satisfaction with assignments and travel, survey participants were asked the following question.

Q34. How satisfied are you with each of the following?

- a. Type of assignments received
- b. Frequency of PCS moves
- c. Deployments
- d. Other military duties that take you away from your permanent duty station

The response options to this item ranged from 1- *very dissatisfied* to 5- *very satisfied*. For purposes of this report, the categories were collapsed into three categories: *very satisfied/satisfied, neither satisfied nor dissatisfied*, and *very dissatisfied/dissatisfied*. For complete details on the findings below, see Table B.5 in Appendix B.

July 2002 Findings

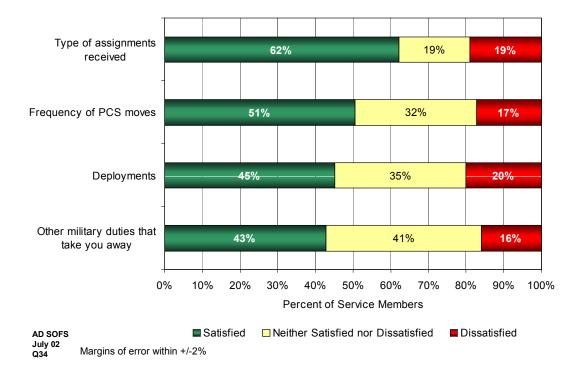
Overall findings. Figure 10 shows satisfaction with aspects of assignments and travel. More than half of Service members indicated satisfaction with the *types of assignments received* (62%), as well as the *frequency of their PCS moves* (51%). Less than half of members (45%) were satisfied with *deployments*. Dissatisfaction with all aspects of assignments and travel was relatively low (20% or less).

Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s were less satisfied with the *types of assignments received* (49% vs. 70-86%), *frequency of PCS moves* (35% vs. 59-64%), *deployments* (37% vs. 44-58%), and *other military duties that take them away* (32% vs. 50-58%).

Other subgroup findings. Single members without children were less satisfied with the types of assignments received (54% vs. 64-69%) and deployments (38% vs. 44-50%). Service members with no college were less satisfied with frequency of PCS moves (38% vs. 53-61%), deployments (39% vs. 46-51%), and other military duties that take them away (33% vs. 44-55%).

Figure 10.
Satisfaction With Aspects of Assignments and Travel

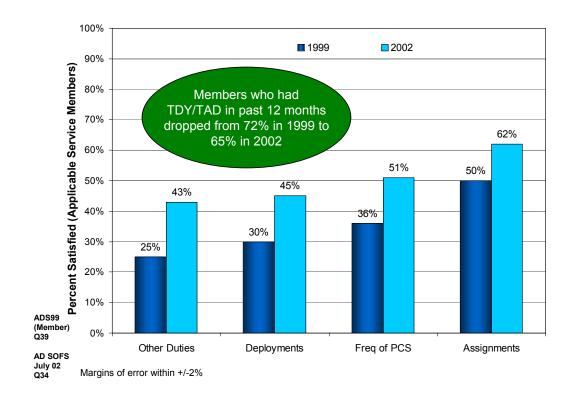


Trend Analysis

Because this same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 11.

Overall across time. The percent of Service members who had temporary duty/temporary assigned duty (TDY/TAD) in the past 12 months declined from 72 percent in 1999 to 65 percent in 2002. Compared to 1999, satisfaction with aspects of assignments and travel improved significantly. Satisfaction with *other military duties that take them away* had the greatest improvement of 18-percentage points.

Figure 11.
Satisfaction With Aspects of Assignments and Travel Across Time



22

Problems With PCS Moves

To assess the presence and seriousness of problems experienced with PCS moves, survey participants who indicated they had a PCS move were asked the following question.

Q37. For your most recent PCS move, were any of the following a problem?

- a. Change in PCS orders (report date or destination)
- b. Shipping/storing household goods
- c. Temporary lodging expenses
- d. Change in cost of living
- e. Loss or decrease of spouse income
- f. Spouse employment
- g. Availability of childcare
- h. Getting your children enrolled in a new school
- i. State-specific graduation requirements for high school students
- j. Any other problems?

The response options to this item ranged from 1- not a problem to 4- serious problem. For purposes of this report, the categories were collapsed into three categories: not a problem, slight/somewhat of a problem, and serious problem. For complete details on the findings below, see Table B.6 in Appendix B.

July 2002 Findings

Overall findings. Figure 12 shows problems with PCS moves. For more than half of the Service members, none of the specific problems were a problem. The most significant problems were related to income. For example, 21% of Service members indicated serious problems with *spouse employment* and *loss or decrease in spouse income*. In addition, almost half of the Service members (49%) indicated that a *change in cost-of-living* resulted in a slight to serious problem with the recent move.

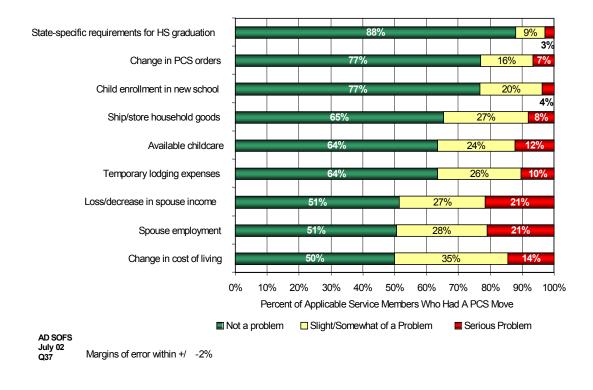
Service findings. There were no differences found across the Services.

Paygrade findings. O4-O6s (65% vs. 72-84%) were less likely to indicate a problem with *getting their child enrolled in a new school*.

Other subgroup findings. Male enlisted (47% vs. 55-69%) were less likely to indicate a problem with *spouse employment*.

Figure 12.

Problems With Most Recent PCS Move



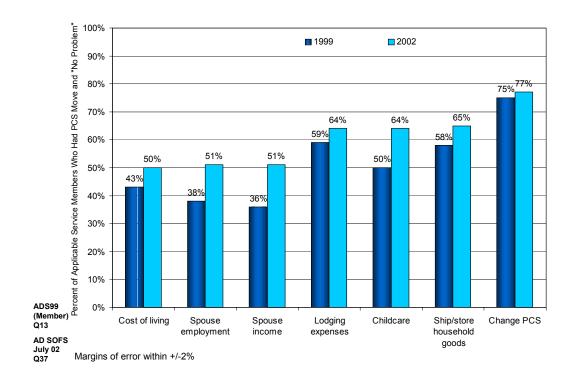
Trend Analysis

Because this same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 13.

Overall across time. In six of the seven comparable areas measured, results showed a significant improvement over 1999.

Figure 13.

Problems With Most Recent PCS Move Across Time



Tempo

This section examines Service members' reasons for working more hours than usual. In addition, there is an analysis that shows the relationship between time away relative to expectations and career intentions.

Reasons for Increased Tempo

To examine reasons why Service members worked more than usual, survey participants who indicated they had worked overtime in the past 12 months were asked the following question.

Q40. When you have had to work more hours than usual, what were the <u>primary</u> reasons? Mark Yes or No for each item.

- a. High workload
- b. Additional duties
- c. Your unit was getting ready for a deployment
- d. Part of your unit was deployed while you stayed behind
- e. You were deployed with your unit
- f. Your unit was under-manned
- g. Poor planning or lack of planning
- h. Inspections and inspection preparation
- i. Equipment failure and repair
- j. Other

July 2002 Findings

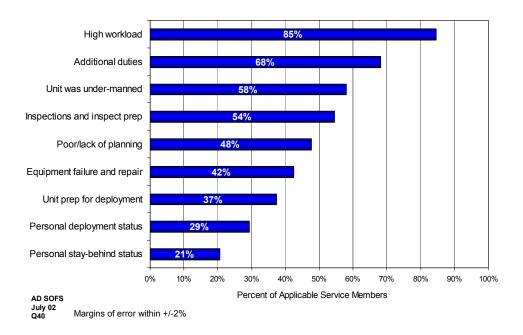
Overall findings. Figure 14 shows reasons for working more time than usual. The reasons for increased tempo most frequently cited were *high workload* (85%) and *additional duties* (68%).

Service findings. There were no differences found across the Services.

Paygrade findings. There were no differences found across the paygrade groups.

Other subgroup findings. There were no differences found across the other subgroups.

Figure 14.
Reasons for Working More Time Than Usual



Tempo and Retention Intention

In order to examine the relationship between expectations for being away and retention intention, survey participants were asked the following questions:

Q43. In the <u>past 12 months</u>, have you spent more or less time away from your permanent duty station (PDS) than you expected?

The response options to this item ranged from 1- *Much less time than you expected* to 5- *Much more time than you expected*. For purposes of this report, the categories were collapsed into three categories: *less time than expected*, *about the time expected*, and *more time than expected*.

Q42. What impact has this time away (or lack there of) from your permanent duty station (PDS) in the past 12 months had on your career intentions?

The response options to this item ranged from 1- *Greatly decreased your desire to stay* to 5- *Greatly increased your desire to stay*. For purposes of this report, the categories were collapsed into three categories: *decreased desire to stay*, *neither decreased nor increased desire to stay*, and *increased desire to stay*. For complete details on the findings below, see Tables B.7 and B.8 in Appendix B and Figures C.1 and C.2 in Appendix C.

July 2002 Findings

Overall findings. Figure 15 shows that Service members who were away for more time than expected were the most likely to indicate time away had decreased their desire to stay.

Figure 15. Influence of Actual vs. Expected Time Away on Desire to Stay

In the past 12 months, have you spent more or less time away from your PDS than you expected?

		Less time than	About the time	More time
		expected	expected	than expected
e away past 12 military s?	Decreased desire to stay	17%	15%	44%
What impact has time away from your PDS in the past 12 months had on your military career intentions?	Neither increased nor decreased desire to stay	69%	75%	45%
at impact n your PI nths had career i	Increased desire to stay	14%	10%	11%
Wh:	Total	100%	100%	100%

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Personal Readiness

In order to assess personal readiness, survey participants were asked the following question.

Q29. Taking into account your <u>training</u> and <u>experience</u>, overall how well prepared are you to perform your wartime job?

Q30. How well prepared are you physically to perform your wartime job?

The response options to this item ranged from 1- *Very poorly prepared* to 5- *Very well prepared*. For purposes of this report, the categories were collapsed into three categories: *very poorly/poorly prepared, neither well nor poorly prepared*, and *very well prepared/well prepared*. For complete details on the findings below, see Table B.9 in Appendix B.

July 2002 Findings

Overall findings. Figure 16 shows the level of preparedness to perform wartime duties. A majority of Service members (84%) indicated they were *physically* well prepared to perform their wartime job, while only four percent of Service members indicated they were poorly prepared. When Service members were asked to take into account their *training and experience*, more than 81 percent said overall they were well prepared. Only five percent of Service members indicated they were poorly prepared.

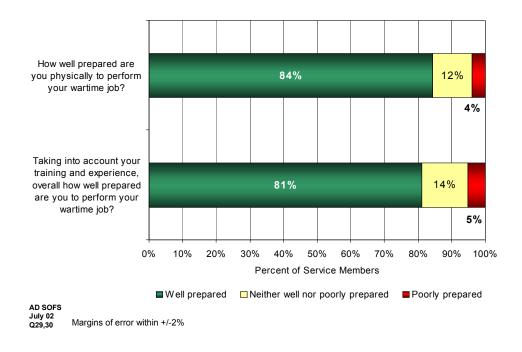
Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s (73% vs. 81-90%) were less likely to indicate they were well prepared to perform their wartime job based on *training and experience*.

Other subgroup findings. Female enlisted (69% vs. 84-90%) were less likely to indicate they were well prepared to perform their wartime job in terms of *physical preparedness*. In addition, female enlisted (66% vs. 77-86%) were less likely to indicate they were well prepared to perform their wartime job based on *training and experience*.

Figure 16.

Level of Preparedness to Perform Wartime Job



Unit Readiness

This section assesses Service members' perceptions of unit readiness in terms of training, manning, and parts and equipment. In addition, this section evaluates zero defect (i.e., the feeling that one mistake will end a career), micromanagement in the military, and unit cohesion.

Training, Manning Level, and Parts and Equipment

In order to assess Service members' perceptions of unit readiness, survey participants were asked the following question.

Q28. How well prepared do you believe your unit is to perform its mission with regard to...?

- a. Manning level
- b. Training
- c. Parts and equipment

The response options to this item ranged from 1- *Very poorly prepared* to 5- *Very well prepared*. For purposes of this report, the categories were collapsed into three categories: *very poorly/poorly prepared, neither well nor poorly prepared*, and *very well prepared/well prepared*. For complete details on the findings below, see Table B.10 in Appendix B.

July 2002 Findings

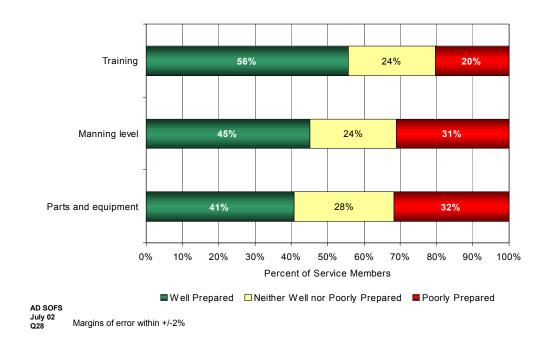
Overall findings. Figure 17 shows the unit level of preparedness in terms of *training*, *manning level, and parts and equipment*. Almost one in three members reported their units were poorly prepared in terms of their *manning level* (31%) and *parts and equipment* (32%).

Service findings. There were no differences found across the Services.

Paygrade findings. There were no differences found across the paygrade groups.

Other subgroup findings. Male enlisted (34% vs. 22-26%) were more likely to indicate their unit was poorly prepared to perform their wartime job in terms of *parts and equipment*.

Figure 17.
Unit Level of Preparedness Based on Training, Manning, and Equipment

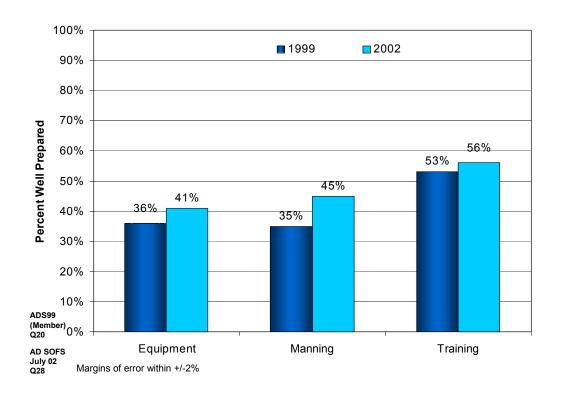


Trend Analysis

Because this same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 18.

Overall findings across time. Unit preparedness improved since 1999—with an increase of 10-percentage points in preparedness with respect to *manning level*.

Figure 18.
Unit Level of Preparedness Based on Training, Manning, and Equipment Across Time



Zero Defect and Micromanagement

To evaluate zero defect and micromanagement in the military, survey participants were asked the following question.

Q32. Indicate the extent to which you agree or disagree with the following statements about your unit/Service.

- a. The current environment in your unit is one of "zero defect" (i.e., a feeling that one mistake will end a career)
- b. The current environment in your Service is one of "zero defect"
- c. Micromanagement is prevalent in your unit
- d. Micromanagement is prevalent in your Service

The response options to this item ranged from 1- *strongly disagree* to 5- *strongly agree*. For purposes of this report, the categories were collapsed into three categories: *strongly disagree/disagree*, *neither agree nor disagree*, and *strongly agree/agree*. For complete details on the findings below, see Table B.11 in Appendix B.

July 2002 Findings

Overall findings. Figure 19 shows the percentage of Service members who indicated that zero defect mentality and micromanagement existed in their unit and Service. More than one-quarter of Service members (27%) indicated that a "zero defect" mentality existed at the unit and Service levels. In addition, almost half of Service members (49%) agreed that micromanagement was prevalent in their unit.

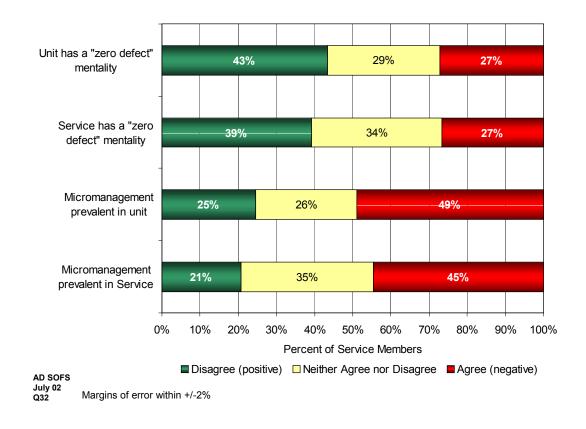
Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s were less likely to disagree that *micromanagement* was prevalent in their unit (16% vs. 27-50%) and Service (16% vs. 24-29%).

Other subgroup findings. Service members with no college (36% vs. 43-55%) were less likely to disagree that their unit had a "zero defect" mentality. Male officers (39% vs. 19-29%) were more likely to agree that their Service had a "zero defect" mentality.

Figure 19.

Zero Defect Mentality and Prevalence of Micromanagement



Cohesion

In order to evaluate unit cohesion, Service members were asked the following question.

Q31. Indicate the extent to which you agree or disagree with the following statements about your unit.

- a. Service members in your unit really care about each other
- b. Service members in your unit work well as a team
- c. Service members in your unit pull together to get the job done
- d. Service members in your unit trust each other

These items were combined into a single composite measure, Unit Cohesion, for analysis. The response options to this item ranged from 1- *strongly disagree* to 5- *strongly agree*. For purposes of this report, the categories were collapsed into three categories: *strongly disagree/disagree*, *neither agree nor disagree*, and *strongly agree/agree*. For details on composite measures, refer to the Composite Measures section in the introduction of this report.

July 2002 Findings

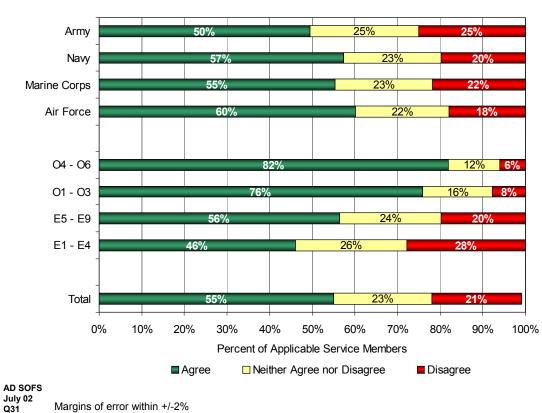
Overall findings. Figure 20 shows the percentage of Service members who indicated cohesion existed in their unit by Service and paygrade groups. Overall, more than half of all Service members (55%) agreed that unit cohesion existed.

Service findings. There were no differences found across the Services.

Paygrade findings. Senior officers (82%) were most likely to agree and E1-E4s (46%) were less likely to agree that cohesion existed in their unit.

Other subgroup findings. There were no differences found across the other subgroups.

Figure 20. *Unit Cohesion*



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Retention

This section presents findings on Service members' stated intent to remain in the military and discusses the Service members' perception of their significant others' support to remain on active duty. In addition, this section includes analyses on organizational commitment.

Retention Intention and Career Intention

To examine intentions to stay on active duty and the likelihood to choose the military as a career, Service members were asked the following questions.

- Q22. Suppose that you have to decide whether to stay on active duty. Assuming you could stay, how likely is it that you would choose to do so?
- Q23. If you could stay on active duty as long as you want, how likely is it that you would choose to serve in the military for at least 20 years?

The response options to this item ranged from 1- *very unlikely* to 5- *very likely*. For purposes of this report, the categories were collapsed into three categories: *very unlikely/unlikely, neither likely nor unlikely*, and *very likely/likely*. For complete details on the findings below, see Table B.12 in Appendix B.

July 2002 Findings

Overall findings. Figure 21 shows the percentage of Service members who indicated an intent to stay on active duty, as well as intent to serve in the military for at least 20 years. More than half of Service members indicated intent to stay on active duty, if given a choice (58%), and indicated intent to serve in the military for at least 20 years (59%).

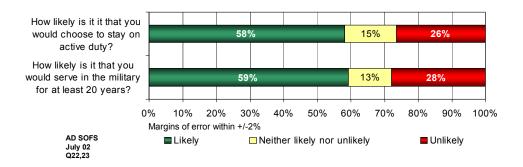
Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s were less likely to indicate intent to stay on active duty, if given the choice (43% vs. 66-78%) and less likely to indicate intent to serve in the military for at least 20 years (38% vs. 63-93%).

Other subgroup findings. Service members with no college were less likely to indicate intent to stay on active duty, if given the choice (48% vs. 59-72%), and less likely to indicate intent to serve for at least 20 years (45% vs. 62-79%). Single members without children were less likely to indicate intent to stay on active duty, if given the choice (43% vs. 60-71%). Marine Corps enlisted were more unlikely to indicate intent to stay on active duty, if given the choice (43% vs. 55-73%) and more unlikely to indicate intent to stay on for 20 years (43% vs. 16-32%). Male officers (77% vs. 49-62%) were more likely to indicate intent to stay on active duty for at least 20 years.

Figure 21.

Likelihood to Stay on Active Duty



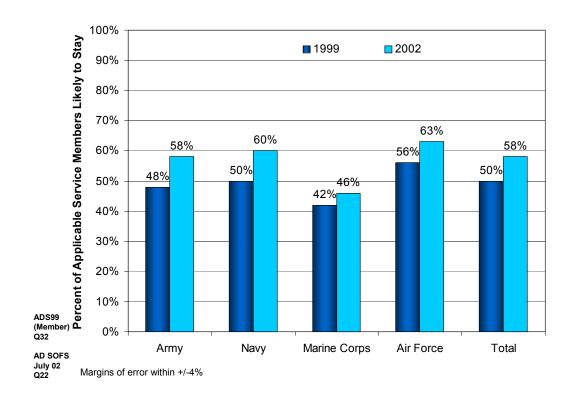
Trend Analysis

Because the same question was asked in the 1999 ADS, comparisons between 1999 and 2002 can be made. The comparisons are presented in Figure 22 and 23.

Service findings across time. When compared to the 1999 ADS, the overall intention to remain in the military increased 8-percentage points in 2002. Army and Navy members had a 10-percentage point increase in the likelihood to remain on active duty from 1999 to 2002.

Figure 22.

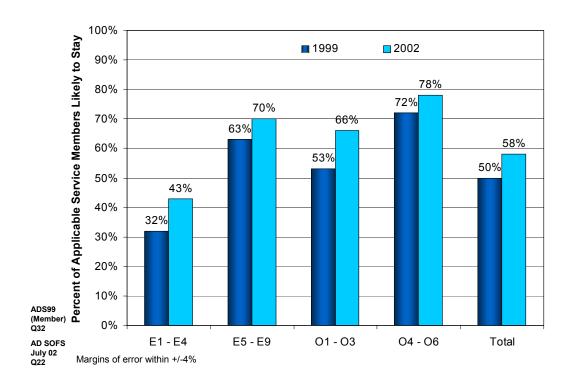
Likelihood to Stay on Active Duty by Service Across Time



Paygrade findings across time. E1–E4s and O1–O3s showed an increase in likelihood to remain on active duty – an 11 and 13 percentage-point increase, respectively.

Figure 23.

Likelihood to Stay on Active Duty by Paygrade Across Time



Support to Stay

To examine significant other support to stay on active duty, Service members were asked the following questions.

Q26. Does your spouse, girlfriend, or boyfriend think you stay on or leave active duty?

The response options to this item ranged from 1- *strongly favors leaving* to 5- *strongly favors staying*. For purposes of this report, the categories were collapsed into three categories: *favors leaving, has no opinion*, and *favors staying*. For complete details on the findings below, see Table B.13 in Appendix B.

July 2002 Findings

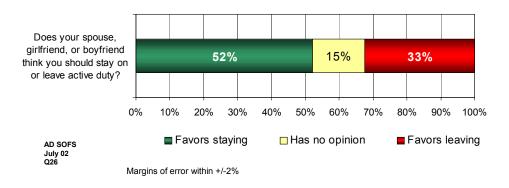
Overall findings. Figure 24 shows the percentage of Service members who indicated their spouse supported them staying on active duty. About half of Service members (52%) indicated their significant other supported staying on active duty. Approximately 33 percent of Service members reported their significant other would favor leaving.

Service findings. There were no differences found across the Services.

Paygrade findings. E1-E4s (37% vs. 56-67%) were less likely to indicate that their significant other supported them to stay on active duty.

Other subgroup findings. Male officers (62% vs. 47-54%) were more likely to indicate that their significant other supported them to stay on active duty. Service members with no college (44% vs. 53-63%) and Marine Corps enlisted (42% vs. 50-65%) were less likely to indicate that their significant other supported them to stay on active duty.

Figure 24.
Support to Stay on Active Duty



Organizational Commitment

In order to evaluate commitment to their Service, members were asked whether or not they agreed with a series of statements about their Service.

Q25. Indicate the extent to which you agree or disagree with the following statements about your Service.

- a. Being a member of your Service inspires you to do the best job you can
- b. You are willing to make sacrifices to help your Service
- c. You are glad that you are part of your Service

These items were combined into a single composite measure, Organizational Commitment, for analysis. The response options to this item ranged from 1- *strongly disagree* to 5- *strongly agree*. For purposes of this report, the categories were collapsed into three categories: *strongly disagree /disagree, neither agree nor disagree*, and *strongly agree/agree*. For details on composite measures, refer to the Composite Measures section in the introduction of this report.

July 2002 Findings

Overall findings. Figure 25 shows the percentage of Service members who indicated commitment by Service and paygrade groups. A majority of Service members' (80%) indicated they were committed to their Services.

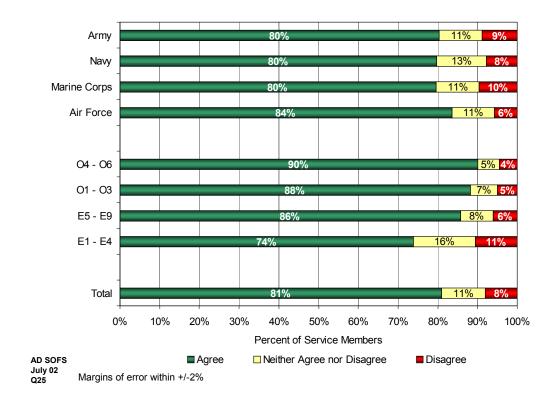
Service findings. Air Force members (84%) were more likely to indicate they were committed.

Paygrade findings. O4–O6s (90%) were more likely to indicate they were committed.

Other subgroup findings. There were no differences found across the other subgroups.

Figure 25.

Organizational Commitment



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Appendix A Survey Instrument

July 2002 Status of Forces Survey of Active Duty Members













- This is not a test, so take your time.
- Select answers you believe are most appropriate.
- Use a blue or black pen.
- Please PRINT where applicable.
- Do not make any marks outside of the response and write-in boxes.
- Place an "X" in the appropriate box or boxes.

RIGHT

WRONG

 To change an answer, completely black out the wrong answer and put an "X" in the correct box as shown below.

CORRECT ANSWER

INCORRECT ANSWER





WHY SHOULD I PARTICIPATE?

- This is your chance to be heard on issues that directly affect your quality of life, retention, retirement, and satisfaction.
- Your answers on a survey make a difference.
- For example, results from previous surveys have played an important role in deliberations on pay rate adjustments, cost of living and housing allowances, and morale and recreation programs.

PRIVACY ACT NOTICE

In accordance with the Privacy Act, this notice informs you of the purpose of the Status of Forces Surveys and how the findings of these surveys will be used. Please read it carefully.

AUTHORITY: 10 United States Code, Sections 136, 1782, and 2358.

PRINCIPAL PURPOSE: Information collected in these Surveys will be used to report attitudes and perceptions about personnel programs and policies. This information will assist in the formulation of policies which may be needed to improve the working environment. Reports will be provided to the Office of the Secretary of Defense, each Military Department, and the Joint Chiefs of Staff. Findings will be used in reports and testimony provided to Congress. Some findings may be published by the Defense Manpower Data Center (DMDC) or professional journals, or reported in manuscripts presented at conferences, symposia, and scientific meetings. In no case will the data be reported or used for identifiable individuals.

ROUTINE USES: None.

DISCLOSURE: Providing information on this survey is voluntary. There is no penalty if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative. Your survey responses will be treated as confidential. Identifying information will be used only by persons engaged in, and for purposes of, the survey research.

BACKGROUND

1. In what Service were you on active duty on July 8,

2002?				
☑ Army☑ Navy☑ None, I was separa return the survey	Air		and	
2. What is your current	paygrade?	Mark one.		
 □ E-1 □ E-2 □ E-7 □ E-3 □ E-8 □ E-4 □ E-9 □ E-5 	W-1W-2W-3W-4W-5	 ○ O-1/O-1E ○ O-2/O-2E ○ O-3/O-3E ○ O-4 ○ O-5 ○ O-6 or about 	ove	
3. Are you ?				
Male		nale		
4. What is the highest d you have completed? describes the highes have completed.	? Mark the	one answer tha	at	
 ✓ 12 years or less of school (no diploma) ✓ High school graduate—high school diploma or equivalent (e.g., GED) ✓ Some college credit, but less than 1 year ✓ 1 or more years of college, no degree ✓ Associate degree (e.g., AA, AS) ✓ Bachelor's degree (e.g., BA, AB, BS) ✓ Master's, doctoral or professional school degree (e.g., MA/MS/MEng/MBA/MSW/PhD/MD/JD/DVM) 				
5. What is your marital	status?			
 Married Separated Divorced ⇒ GO TO QUESTION 13 Widowed ⇒ GO TO QUESTION 13 Never married ⇒ GO TO QUESTION 13 				
Is your spouse curre for each item.	ntiy ? N	viank res on i	No	
a. Serving on active dothe National Guardb. Member of the National	or Reserve) onal Guard o	ember of		
Reserve in a full-tim program (AGR, TAR c. Other type of Nation	R, AR) nal Guard or	Reserve		
member (e.g., drillin military technician) d. Working in a civilian	full-time job	🖂 o (35 or		
more hours a week) e. Working one or mor			\boxtimes	
jobs (each less than f. Managing or workin g. Self-employed in his	n 35 hours a g in family b	week) 🖂 business 🖂		
profession	JIN OWIT DO	ısiness/		

6. Continued	For the next questions, the definition of "child or
h. Unemployed and looking for work	children" or "other legal dependents" includes anyone in your family, except your spouse, who has or is eligible to have a Uniformed Services identification card (military ID card) or is eligible for military health care benefits and is enrolled in the Defense Enrollment Eligibility Reporting System (DEERS).
business or farm for 15 hours or more. ⊠ Yes ⇒ GO TO QUESTION 13 ⊠ No	15. Do you have a child, children or other legal dependents based on the definition above?
8. <u>Last week</u> , was your spouse on layoff from a job? ☑ Yes ⇒ GO TO QUESTION 10 ☑ No	Yes No ⇒ GO TO QUESTION 17
9. <u>Last week</u> , was your spouse <u>temporarily</u> absent from a job or business?	16. How many children or other legal dependents do you have in each age group? Mark one answer in each row. To indicate none, enter "0". To indicate nine or more, enter "9".
No ⇒ GO TO QUESTION 11	<u>Age</u>
10. Has your spouse been informed that he/she will be recalled to work within the next 6 months or been given a date to return to work?	a. Under 1 year old
Yes ⇒ GO TO QUESTION 12No	c. 6 - 12 years old
11. Has your spouse been looking for work during the last 4 weeks?	d. 13 - 20 years old
YesNo ⇒ GO TO QUESTION 13	f. 23 years old or older
 12. Last week, could your spouse have started a job if offered one, or returned to work if recalled? 	17. Where is your permanent duty station located?☑ In one of the 50 states, DC, Puerto Rico, a U.S. Territory or possession
13. Are you Spanish/Hispanic/Latino?	Please print the two-letter postal abbreviation - for example "AK" for Alaska Europe (e.g., Bosnia-Herzegovina, Germany, Italy,
 No, not Spanish/Hispanic/Latino Yes, Mexican, Mexican-American, Chicano, Puerto Rican, Cuban, or other Spanish/Hispanic/Latino 	Serbia, United Kingdom) Former Soviet Union (e.g., Russia, Tajikistan, Uzbekistan)
 14. What is your race? Mark one or more races to indicate what you consider yourself to be. 	 East Asia and Pacific (e.g., Australia, Japan, Korea) North Africa, Near East or South Asia (e.g., Bahrain, Diego Garcia, Kuwait, Saudi Arabia) Sub-Saharan Africa (e.g., Kenya, South Africa) Western Hemisphere (e.g., Cuba, Honduras, Peru) Other or not sure ⇒ Please print name of country or installation.

18. Where do you live at your permanent duty station?	24. When you finally leave active duty, how many
Aboard ship	total years of service do you expect to have?
Barracks/dorm/BEQ/UEPH/BOQ/UOPH military	To indicate less than one year, enter "00". To
facility	indicate thirty-five or more, enter "35".
Military family housing, on base	YEARS
Military family housing, off base	I I I I I I I I I I I I I I I I I I I
Privatized military housing that you rent on base	
Privatized military housing that you rent off base	
☐ Civilian housing that you own or pay mortgage on	25. Indicate the extent to which you agree or disagree
☐ Civilian housing that you own or pay mortgage on ☐	with the following statements about your Service.
 Other ⇒ Please specify. 	Strongly agree
Other -> Flease specify.	Agree
	Neither agree nor disagree
	Disagree
Please print.	Strongly disagree
пеазе рин.	Strongly disagree
	a. Being a member of your Service
CAREER INTENT	inspires you to do the best job you
	can
19. How many years of active-duty service have you	b. You are willing to make sacrifices
COMPLETED (including enlisted, warrant officer,	to help your Service
and commissioned officer time)? To indicate less	c. You are glad that you are part of
than one year, enter "00". To indicate thirty-five	your Service
or more, enter "35".	
YEARS	26. Does your spouse, girlfriend, or boyfriend think
	you should stay on or leave active duty?
20. In which term of service are you serving now?	Strongly favors staying ■
On indefinite status GO TO QUESTION 22	Somewhat favors staying
☐ On stop loss ⇒ GO TO QUESTION 22	Has no opinion one way or the other
Am an officer serving an obligation	Somewhat favors leaving
1st enlistment or an extension of 1st enlistment	Strongly favors leaving Strongly favors leaving ■
2nd or later enlistment including extensions	Does not apply, you don't have a spouse or
	girlfriend/boyfriend
21. How much time remains in your current enlistment	9 3 3 3 3 3
term (including extensions) or service obligation?	
✓ Loss than 2 months	CATIONA OTION WITH A OPEOTO
Less than 3 months	SATISFACTION WITH ASPECTS
3 months to less than 7 months	OF MILITARY SERVICE
7 months to less than 1 year	
1 year to less than 2 years	
2 years to less than 3 years3 years or more	27. How satisfied are you with each of the following?
S years or more	27. How satisfied are you with each of the following:
22. Suppose that you have to decide whether to stay	Very satisfied
on active duty. Assuming you could stay, how	Satisfied
likely is it that you would choose to do so?	Neither satisfied nor dissatisfied
	Dissatisfied
	Very dissatisfied
☐ Likely ☐ Very unlikely	a. Military values, lifestyle, and
Neither likely nor unlikely	tradition
OO Kaaraa ah la taraa ah ah taraa la ah	b. Amount of enjoyment from your job .
23. If you could stay on active duty as long as you	c. Your personal workload
want, how likely is it that you would choose to	d. Pace of your promotions
serve in the military for at least 20 years?	e. Training and professional
∨ery likely	development
☐ Likely	f. Off duty educational opportunities
Neither likely nor unlikely	g. Your unit's morale
☐ Unlikely	h. Job security
∇ Very unlikely Very unlikely	
Does not apply, you have 20 or more years of	
service	1

READINESS

28. How prepared do you believe your unit is to perform its mission with regard to . . . ?

	Very well prepared				
	Well prepared				
	Neither well nor poorly prepared				
	Poorly prepared				
	Very poorly prepared				
a. Manning lev	el		\boxtimes	\boxtimes	
b. Training					
c. Parts and equipment					

- 29. Taking into account your training and experience, overall how well prepared are you to perform your wartime job?
 - ✓ Very well prepared

 - Neither well nor poorly prepared
 - Noorly prepared
 - ✓ Very poorly prepared
- 30. How well prepared are you physically to perform your wartime job?
 - ✓ Very well prepared

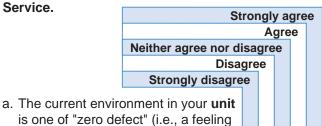
 - Neither well nor poorly prepared
 - Poorly prepared

- Very poorly prepared
- 31. Indicate the extent to which you agree or disagree with the following statements about your unit.

		Strongly agree					e
				Α	gre	е	
		Neither agree nor di	sa	gre	е		
		Disagree					
		Strongly disagre	е				
a.	Service members	in your unit really					
	care about each of	other	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes
b.	Service members	in your unit work					
	well as a team		\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes
c.	c. Service members in your unit pull						
	together to get the	e job done	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes
d.	Service members	in your unit trust					
	each other	-	\boxtimes	\boxtimes		\boxtimes	

32. Indicate the extent to which you agree or disagree with the following statements about your unit/ Service.

that one mistake will end a career) . .



Ctuan ally agree

32. Continued

	Strongly agree				е	
	Agre				е	
	Neither agree nor disagree			е		
	Disagree					
	Strongly disagre	е				
b. The current environment Service is one of	onment in your		\boxtimes	\boxtimes	\boxtimes	
c. Micromanagemer your unit	nt is prevalent in					
d. Micromanagemer						

33. Please indicate whether you agree or disagree with the following statements?

	St	rongl	y a	gre	е
		Α	gre	е	
	Neither agree nor di	sagre	е		
	Disa				
	Strongly disagre	е			
a. If you make a req	uest through				
channels in your i	•				
somebody will list				\boxtimes	\boxtimes
b. Leaders in your u					
interested in looki	ng good than				
being good					
c. You would go for	c. You would go for help with a				
personal problem	to people in				
your chain of com	mand		\boxtimes	\boxtimes	\boxtimes
d. Leaders in your u	nit are not				
concerned with th	e way Service				
members treat ea	ch other as long				
as the job gets do	ne		\boxtimes	\boxtimes	\boxtimes
e. You are impresse	d with the quality				
	our unit		\boxtimes	\boxtimes	\boxtimes
f. Leaders in your u					
interested in furth					
careers than in the	e well being of				
their Service mem	nbers		\times	\boxtimes	\boxtimes

SATISFACTION WITH ASSIGNMENTS AND TRAVEL

34. How satisfied are you with each of the following?

	Very satisfied					d
	Satisfied					
	Neither satisfied nor dissatisfied					
	Dissatis	Dissatisfied				
	Very dissatisfie	d				
	gnments received				\boxtimes	
b. Frequency of	of PCS moves	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes
c. Deployment	s		\boxtimes	\boxtimes	\boxtimes	\boxtimes
d. Other militar	y duties that take you					
away from y	our permanent duty					
station			\boxtimes	\boxtimes	\boxtimes	

35. Have you ever had a PCS move? Yes			40. When you have had to work more hours than usual what were the <u>primary</u> reasons? Mark "Yes" or "No" for each item.					
	PCS? To indicate less "00". To indicate more "99". MONTHS	PCS move, were any of the Does not apply Serious problem Somewhat of a problem	a. High workload					
	a. Change in PCS orde	Slight problem Not a problem	Please print.					
	date or destination). b. Shipping/storing hou c. Temporary lodging e d. Change in cost of liv e. Loss or decrease of income f. Spouse employment g. Availability of childca h. Getting your children a new school i. State-specific gradua requirements for high students j. Any other problems?	sehold goods seponses spouse nere nerrolled in ation h school CO TO QUESTION 38	 41. In the past 12 months, how many days have you been away from your permanent duty station overnight because of your military duties? To indicate none, enter "000". DAYS 42. What impact has this time away (or lack there of) from your permanent duty station in the past 12 months had on your military career intentions? Greatly increased your desire to stay Increased your desire to stay Neither increased nor decreased your desire to stay Decreased your desire to stay Greatly decreased your desire to stay Greatly decreased your desire to stay Greatly decreased your desire to stay 					
	Please print.		43. In the past 12 months, have you spent more or less time away from your permanent duty station than you expected?					
	TE	MPO	✓ Much more time than you expected✓ More time than you expected					
38.	longer than your norm	, have you ever had to work nal duty day (i.e., overtime)?	 △ About what you expected △ Less time than you expected △ Much less time than you expected 					
	YesNo ⇒ GO TO QUES		44. In the past 12 months, how many days did you receive hostile duty or imminent danger pay? To indicate none, enter "000".					
39.		, how many times have you an your normal duty day	DAYS					
	DAYS							

SATISFACTION WITH PAY AND BENEFITS

45. How satisfied are you with each of the following?

		Does not app Very satisfied											
			'	/er	y sa	atis	fie	d					
				S	atis	sfie	d						
		Neither satisfied	d nor diss	atis	sfie	d							
			Dissati	sfie	d								
		Very (dissatisfie	d									
a.	Basic pay	,			\boxtimes	\boxtimes	\boxtimes	\boxtimes					
		ays (e.g., incenti											
		ent, continuation		\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
c.	Basic Allo	wance for Subsi	stence										
	(BAS)			\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
d.	Basic Allo	wance for Housi	ng										
	(BAH)			\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
e.	Overseas	Housing Allowa	nce										
	(OHA)			\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
f.	Cost of Li	ving Allowances											
	(COLAs)			\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
g.	Military re	tirement system		\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
h.	Military ho	ousing		\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				
i.	Your med	ical/dental care		\boxtimes		\boxtimes		\boxtimes					
j.	Family me	edical/dental car	e	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes				

46. In the <u>past 12 months</u>, did any of the following happen to you (and your spouse)? Mark "Yes" or "No" for each item.

		103	110
	Bounced two or more checks	\boxtimes	\boxtimes
b.	Fell behind in paying your credit card,		
	AAFES, or NEXCOM account	\boxtimes	\boxtimes
c.	Fell behind in paying your rent or		
	mortgage	\boxtimes	\boxtimes
d.	Was pressured to pay bills by stores,		
	creditors, or bill collectors	\boxtimes	\boxtimes
e.	Had your telephone, cable, or internet		
	shut off	\boxtimes	\boxtimes
f.	Had your water, heat, or electricity shut		
	off	\boxtimes	\boxtimes
a	Had a car, household appliance, or		
9.	furniture repossessed		
	1011111016 16005565560		ν

- 47. Which of the following best describes the financial condition of you (and your spouse)?
 - ✓ Very comfortable and secure
 - Able to make ends meet without much difficulty
 - Occasionally have some difficulty making ends
 - ☐ Tough to make ends meet but keeping your head above water
 - In over your head

48. If your spouse works, how well do his/her
qualifications match the work he/she does?

Does not apply

He/she is somewhat overqualified for the work

☐ His/her qualifications are appropriate for the work

49. If your spouse works, how much does his/her income contribute toward your total monthly household income?

Does not apply

Major contribution

Moderate contribution

Minor contribution

No contribution

SATISFACTION WITH QUALITY OF LIFE AND FAMILY PROGRAMS

50. How satisfied are you with each of the following?

	Does not ap											
	,	Very	satis	sfie	d							
		Sat	tisfie	d								
	Neither satisfied nor diss	atisf	ied									
	Dissati	sfied										
	Very dissatisfie	ed										
b. MWR/Setc. Amount of you haved. Spouse of opportunitiese. On basef. On base	es and commissaries rvices programs of personal/family time omployment and career ties childcare schools amily support programs											

OVERALL SATISFACTION

51. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of being in the military?

		<u>'</u>	ery/	y s	atis	sfie	d						
			Sa	atis	sfie	d							
		Neither satisfied nor diss	Neither satisfied nor dissatisfied										
		Dissati	d										
		Very dissatisfie	d										
a.		mpensation (i.e., base											
		ces, and bonuses)	\bowtie	$ \boxtimes $	\bowtie	\bowtie	\bowtie						
b.	The type of v	work you do in your											
	military job.		\boxtimes	\boxtimes	\boxtimes	\boxtimes	\boxtimes						
C.	Your opportu	unities for promotion		\boxtimes	\boxtimes	\boxtimes	\boxtimes						
d.	The quality of	of your coworkers	s for promotion										
e.	The quality of	of your supervisor	X	$ \nabla$	X	\times	X						



52. Overall how satisfied are you with the military way of life?	 55. Did any of your siblings (brothers, sisters, step/half brothers or sisters) ever serve in the active military? Not applicable, you don't have any siblings No Yes, older sibling Yes, younger sibling
OTHER BACKGROUND INFORMATION	Yes, both older and younger sibling 56. Are you
 53. While you were growing up, were your parent(s)/ guardian(s) in the active military? Yes No ⇒ GO TO QUESTION 55 54. Of your parent(s)/guardian(s) who were in the active military while you were growing up, are any of them ? Mark "Yes" if it applies to any of your parent(s)/guardian(s) and mark "No" if it applies to none of your parent(s)/guardian(s). a. Separated from active duty, and did not retire	 An only child The oldest child in your family One of the middle children in your family The youngest child in your family
57. Would you like to know the results of this survey? If available on the Web, please print your e-mail address purpose than this notification.	
Please print	
58. On what date did you complete this survey?	Y Y M M D D
COMM	IENTS
59. If you have comments or concerns that you were not them in the space provided. Any comments you mak follow-up action will be taken in response to any spe	e on this questionnaire will be kept confidential, and no
	A STATE OF THE STA

Appendix B Supplementary Tables

Table B.1
Satisfaction With Overall Military Way of Life (In Percent)

KEY: More satisfied Less satisfied More dissatisfied		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Army Enlisted
Satisfaction with	SAT	59	61	54	68	47	70	74	85	49	56
military way of life	DIS	22	19	27	15	29	14	13	7	29	24

Table B.2
Satisfaction With Aspects of Military Service (In Percent)

KEY: More satisfied Less satisfied More dissatisfied		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Male Enlisted	Male Officers	Army Enlisted	Navy Enlisted	Air Force Enlisted
Job security	SAT	79	87	79	83	79	85	87	85	79	82	86	79	87	82
oob accurity	DIS	7	3	6	4	6	4	3	6	7	5	4	7	3	4
Military values,	SAT	65	67	66	74	56	75	80	88	58	65	83	62	65	71
lifestyle, & tradition	DIS	21	18	18	12	24	14	9	7	23	19	8	23	19	13
Off-duty education	SAT	50	61	52	65	52	64	53	56	50	56	54	51	62	66
On-duty education	DIS	30	19	27	16	27	20	20	14	26	25	18	30	20	17
Enjoyment from your	SAT	55	57	53	61	44	65	70	78	50	54	75	52	55	58
work	DIS	26	24	27	22	33	19	16	11	29	26	13	28	26	24
Personal workload	SAT	54	59	52	58	51	60	60	61	52	55	61	53	58	58
Personal Workload	DIS	24	20	22	22	22	22	21	23	22	22	21	24	20	21
Training, professional	SAT	50	56	55	59	49	57	62	68	52	53	63	48	54	57
development	DIS	29	23	22	19	27	22	19	16	25	24	19	30	24	19
Pace of promotions	SAT	45	43	41	45	38	43	68	59	40	40	63	41	40	41
Pace of promotions	DIS	37	37	39	31	40	38	12	24	39	40	19	40	40	34
Your unit's morale	SAT	35	43	39	44	31	42	56	65	36	37	60	31	40	40
Tour unit s morale	DIS	43	36	38	34	47	36	24	19	43	41	21	47	39	36

Table B.3
Satisfaction With Pay and Benefits (In Percent)

KEY: More satisfied Less satisfied More dissatisfied		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	Some College	Male Enlisted	Male Officers	Army Enlisted	Marine Enlisted
Your medical/dental	SAT	60	65	58	63	63	59	66	64	59	61	64	60	58
care	DIS	27	22	27	23	24	26	19	23	27	26	21	27	28
Family medical/dental	SAT	45	49	43	44	47	45	49	44	45	45	44	46	44
care	DIS	37	31	32	36	25	41	35	44	36	35	42	36	31
Basic pay	SAT	34	40	33	44	31	36	65	66	34	32	62	29	29
Basic pay	DIS	53	46	52	42	54	51	24	23	52	54	27	57	55
Military retirement	SAT	29	37	30	41	30	33	46	61	32	31	52	26	27
system	DIS	30	27	23	24	17	39	23	22	29	29	24	30	24
Basic Allowance for	SAT	31	39	28	38	32	33	48	45	32	31	44	29	26
Housing (BAH)	DIS	51	44	48	47	43	53	41	44	51	50	44	51	49
Basic Allowance for	SAT	30	35	24	41	30	35	41	43	33	31	38	29	23
Subsistence (BAS)	DIS	55	48	53	42	52	49	43	39	51	52	45	55	54
Military bassing	SAT	25	31	23	35	28	30	25	26	29	29	25	26	22
Military housing	DIS	56	38	47	40	39	50	58	58	46	45	59	55	46
Special pays (e.g.,	SAT	26	32	20	31	30	23	41	45	26	26	41	25	18
incentive, reenlistment)	DIS	54	49	53	48	45	60	42	39	52	53	42	55	55
Cost-of-Living	SAT	23	29	21	27	22	24	41	42	24	22	38	21	20
Allowance (COLA)	DIS	49	40	47	38	40	52	33	38	46	46	37	50	48
Overseas Housing	SAT	20	24	17	29	16	26	43	45	21	18	41	17	16
Allowance (OHA)	DIS	32	18	25	21	21	32	18	23	27	27	21	33	25

Table B.4
Satisfaction With Quality of Life and Family Programs (In Percent)

KEY: More satisfied Less satisfied		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	Navy Enlisted	No College	Male Enlisted	Army Enlisted	Air Force Enlisted
Exchanges &	SAT	64	72	67	64	68	64	69	70	72	69	66	64	63
commissaries	DIS	20	15	18	19	17	21	17	16	15	16	19	20	20
MWR/Services	SAT	58	71	54	57	57	63	64	63	71	60	60	58	55
programs	DIS	13	10	16	10	11	12	9	11	10	12	13	13	10
Military family support	SAT	33	42	33	55	34	45	48	47	42	37	40	30	55
williary failing support	DIS	25	13	12	8	17	17	9	9	14	16	17	27	8
Personal/family time	SAT	35	38	36	46	33	45	42	40	37	34	38	34	48
Personalitating time	DIS	46	41	43	33	44	38	38	44	42	45	42	47	31
On-base schools	SAT	37	26	24	38	22	43	32	43	27	28	33	36	38
OII-Dase scilouis	DIS	20	19	15	14	14	21	22	22	19	15	17	20	14
Spouse employment &	SAT	26	40	26	36	25	37	34	35	40	30	31	24	37
career opportunities	DIS	41	30	31	30	32	34	38	37	29	29	34	41	28
On-base childcare	SAT	22	23	20	26	16	27	32	31	23	21	20	20	25
On-Dase Cillucate	DIS	37	32	28	30	26	39	32	29	32	24	33	38	31

Table B.5
Satisfaction With Assignments and Travel (In Percent)

KEY: More satisfied Less satisfied More dissatisfied		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Single w/o Children	Army Enlisted	Marine Enlisted
Type of assignments	SAT	59	65	58	65	49	70	76	86	52	54	55	56
received	DIS	23	16	20	16	25	16	12	8	23	23	25	22
Frequency of PCS	SAT	50	51	45	54	35	64	59	61	38	37	48	43
moves	DIS	19	13	18	19	18	15	17	23	17	18	18	18
Deployments	SAT	45	47	43	44	37	52	46	58	39	38	43	42
Deproyments	DIS	19	18	25	21	24	18	17	12	24	22	20	27
Other military duties	SAT	42	43	40	46	32	51	50	58	33	35	40	38
that take you away	DIS	18	14	21	13	20	12	13	12	20	18	18	22

Table B.6
Problems With PCS Moves (In Percent)

KEY: More likely not to be a problem Less likely not to be a problem More likely to be a		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	Male Enlisted	Male Officers	Army Enlisted	Air Force Enlisted	Some College	Single w/o Children	Married w/ Children
State requirement for	No Prob	85	89	88	90	95	86	95	82	88	87	85	91	88	98	85
HS graduation	Prob	4	1	4	3	1	4	1	3	3	3	4	3	4	0	4
Change in PCS orders	No Prob	73	80	79	79	74	79	75	76	77	75	73	80	79	76	77
Change in FCS orders	Prob	9	4	7	6	7	6	6	6	7	6	9	5	7	6	6
Child enrollment in	No Prob	76	76	79	77	84	77	78	65	79	71	78	80	77	96	73
new school	Prob	4	3	5	3	4	3	3	6	3	5	4	3	3	1	4
Ship/store household	No Prob	65	64	66	66	62	71	58	54	67	56	67	69	68	67	65
goods	Prob	8	8	9	7	8	7	9	13	8	10	8	6	7	7	9
Available childcare	No Prob	62	64	61	65	61	62	71	71	64	72	61	63	60	91	60
Available elillacare	Prob	13	13	14	11	17	12	8	7	12	7	14	11	13	3	13
Temporary lodging	No Prob	60	62	67	67	63	64	65	63	62	62	61	67	63	70	60
expenses	Prob	13	11	8	8	11	11	8	10	11	9	14	7	11	8	12
Loss/decrease in	No Prob	48	51	50	56	58	46	60	62	48	59	46	54	50	77	46
spouse income	Prob	25	20	21	18	19	25	16	14	24	16	27	20	23	11	24
Spouse employment	No Prob	47	50	49	56	54	47	57	58	47	55	46	55	49	74	46
Spouse employment	Prob	25	20	21	17	23	22	19	15	23	18	26	18	21	13	22
Change in cost of	No Prob	49	49	49	52	52	48	57	51	48	53	48	51	49	57	47
living	Prob	15	16	14	13	16	15	11	12	15	12	16	13	16	13	16

Table B.7

Expectations on Time Away by Subgroup (In Percent)

KEY: Higher response of "less time" Lower response of "less time" Higher response of		Army	Navy	Marine Corps	Air Force	E1-E4	63-53	01-03	04-06	Army Enlisted	Air Force Enlisted	Single w/o Children
Time away from duty	Less	29	23	26	33	34	26	18	20	22	36	17
station expectations	More	22	19	19	14	20	17	21	16	31	13	33

Table B.8
Impact of Time Away on Career Intentions by Subgroup (In Percent)

KEY: More likely to increase desire Less likely to increase desire		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	Army Enlisted
Impact of time away	Increase	11	11	11	13	12	10	14	8	11
on desire to stay	Decrease	23	22	22	15	23	17	17	13	24

Table B.9
Personal Readiness (In Percent)

KEY: More well prepared Less well prepared More poorly prepared		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Army Enlisted	Female Enlisted
Prepared by training	Well	80	83	83	80	73	89	81	90	78	79	66
& experience	Poorly	7	3	5	6	8	3	5	3	7	7	12
Branarad physically	Well	86	84	84	83	82	86	90	87	82	85	69
Prepared physically	Poorly	4	4	5	3	5	3	2	4	5	4	10

Table B.10
Unit Readiness (In Percent)

KEY: More well prepared Less well prepared More poorly prepared		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	Male Enlisted	Male Officers	Army Enlisted	Navy Enlisted	Some College
Training-level	Well	51	60	61	56	56	53	63	64	55	63	49	60	54
preparedness	Poorly	23	18	18	20	20	22	15	13	21	15	24	19	22
Manning-level	Well	41	51	51	42	49	42	44	43	45	43	40	52	44
preparedness	Poorly	33	27	27	35	26	36	34	32	31	33	33	26	33
Parts and equipment	Well	36	41	40	47	40	40	43	50	39	44	35	40	40
preparedness	Poorly	36	32	34	25	33	32	28	19	34	25	38	32	34

Table B.11

Zero Defect and Micromanagement (In Percent)

KEY: More likely to disagree Less likely to disagree More likely to agree		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Male Officers	Navy Enlisted	Air Force Enlisted
Unit has a "zero	Disagree	42	43	43	45	40	42	57	57	36	56	42	43
defect" mentality	Agree	29	23	33	26	28	29	20	23	29	23	23	26
Service has a "zero	Disagree	38	41	35	41	39	40	43	32	34	37	41	41
defect" mentality	Agree	27	24	33	25	23	26	32	46	27	39	22	23
Unit is micromanaged	Disagree	24	24	25	27	16	27	41	50	18	44	20	22
John 15 inicromanaged	Agree	51	51	49	46	53	50	37	30	51	34	53	49
Service is	Disagree	19	18	25	23	16	24	26	29	16	26	18	21
micromanaged	Agree	47	47	43	40	44	44	46	45	47	47	48	40

Table B.12
Retention Intention (In Percent)

KEY: More likely Less likely		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Single w/o Children	Male Officers	Marine Enlisted
Likelihood of staying	Likely	58	60	46	63	43	70	66	78	48	43	73	43
active duty	Unlikely	28	23	39	23	36	19	21	15	33	36	17	41
Likelihood of staying	Likely	59	59	50	65	38	80	63	93	45	40	77	47
for 20 years	Unlikely	29	26	40	22	43	13	23	5	38	42	15	43

Table B.13
Support to Stay From Significant Other (In Percent)

KEY: More likely to favor staying Less likely to favor staying More likely to favor leaving		Army	Navy	Marine Corps	Air Force	E1-E4	E5-E9	01-03	04-06	No College	Male Officers	Marine Enlisted
What your significant	Stay	52	52	45	56	37	63	56	67	44	62	42
other thinks	Leave	33	33	39	28	41	26	31	26	36	27	41

Appendix C Supplementary Figures

Figure C.1

Time Away Relative to Expectations (In Percent)

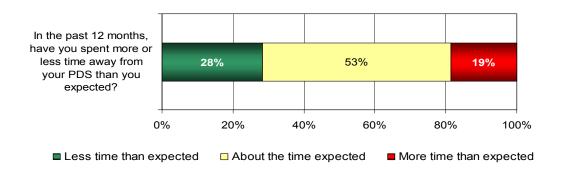
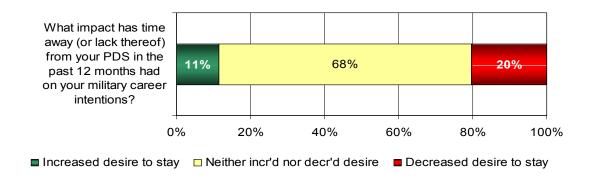


Figure C.2
Impact of Time Away on Career Intentions (In Percent)



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